

OFFICE OF PERFORMANCE MANAGEMENT PERFORMANCE APPRAISAL CHECKLIST FOR SUPERVISORS

The following checklist is designed to guide the supervisor in preparing, conducting and following through on employee performance evaluation discussions.

PERSONAL PREPARATION

_____ I have reviewed the mutually understood performance plan with respect to job duties, assigned points, projects, goals, specific expectations, and any other pre-determined performance factors pertinent to this evaluation discussion.

_____ I have observed job performance measured against mutually understood expectations. In so doing, I have done my best to avoid such pitfalls as:

- _____ Bias/prejudice
- _____ The vagaries of memory
- _____ Over attention to some aspects of the job at the expense of others
- _____ Being overly influenced by my own experience
- _____ Trait evaluation rather than performance management

_____ I have reviewed the employee's background including:

- _____ Skills
- _____ Work experience
- _____ Training

_____ I have determined the employee's performance strengths and areas in need of improvement and in so doing have:

- _____ Accumulated specific, unbiased documentation that can be used to help communicate my position
- _____ Limited myself to those critical points that are the most important
- _____ Prepared a performance improvement plan which spells out specifically what the employee intends to do, the time table and the support I am prepared to give.

_____ I have identified areas for concentration in setting goals and expectations for the next performance period.

_____ I have given the employee advance notice of when the discussion will be held so that he/she can prepare

_____ I have set aside an adequate block of uninterrupted time to permit a full and complete discussion

CONDUCTING THE EVALUATION DISCUSSION

_____ I plan to begin the discussion by creating a sincere, but open and friendly atmosphere. This includes:

- _____ Reviewing the purpose of the discussion

- _____ Making it clear that it is a joint discussion for the purpose of reviewing performance to date, mutual problem-solving and goal setting
- _____ A plan for putting the employee at ease
- _____ In the body of the discussion I intend to keep our focus on job performance and related factors. This includes:
 - _____ Talking job requirements – employee strengths, accomplishments, improvement needs – evaluating results of performance against expectations set during planning meeting, interim reviews, and other discussions
 - _____ Being prepared to cite observations I have made for each point I want to discuss
 - _____ Encouraging the employee to evaluate his/her own performance
 - _____ Using open, reflective and directive questions to promote thought, understanding and problem solving
- _____ I will encourage the employee to outline his/her personal plans for self development before suggesting any ideas of my own. In the process, I will:
 - _____ Try to get the employee to set personal growth and improvement targets for him/herself
 - _____ Strive to reach agreement on performance improvement plans which spell out specifically what the employee intends to do, the time table and the support I am prepared to give
- _____ I am fully prepared to discuss work assignments, projects and goals for the next appraisal period and have asked the employee to come prepared with his/her suggestions

CLOSING THE DISCUSSIONS

- _____ I will be prepared to make some notes during the discussion for the purpose of summarizing agreements and follow up. In closing, I will:
 - _____ Summarize what has been discussed
 - _____ Show enthusiasm for the joint plans that have been made
 - _____ Give the employee an opportunity to make additional suggestions
 - _____ End on a positive, friendly, harmonious note

POST APPRAISAL FOLLOW UP

- _____ As soon as the discussion is over, I will make a record of the plans made, points requiring follow up, and the commitments I made with a copy for the employee
- _____ I will also evaluate how I handled the discussion. This evaluation will include:
 - _____ What I did well
 - _____ What I could have done better
 - _____ What I learned about the employee and his/her job
 - _____ What I learned about myself and my job